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Board of Supervisors**

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Christina R. Ghaly, M.D.
Deputy Director, Strategic Planning

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www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



www.dhs.lacounty.gov

September 3, 2013

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #91**

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of July 2013.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of June was 529 out of 676 licensed beds, an estimated 77% utilization rate (79% occupancy). The census for Medical/Surgical units was an estimated 86% utilization rate (88% occupancy) for July 2013.

Emergency Department (ED) Indicators

The attachment demonstrates an increase in the average daily census (ADC), ED wait times, and the rate of patients who left without being seen (LWBS) in comparison with June 2013. ED boarding times were stable. The number of patients transferred out increased for this period. The Dangerously Overcrowding Level Comparison for July 2013 was 4.6% compared to 1.1% in June 2013.

If you have any questions or need additional information, please contact me or Dr. Christina Ghaly, LAC+USC Interim Chief Executive Officer, at (323) 409-2800.

CG:ab

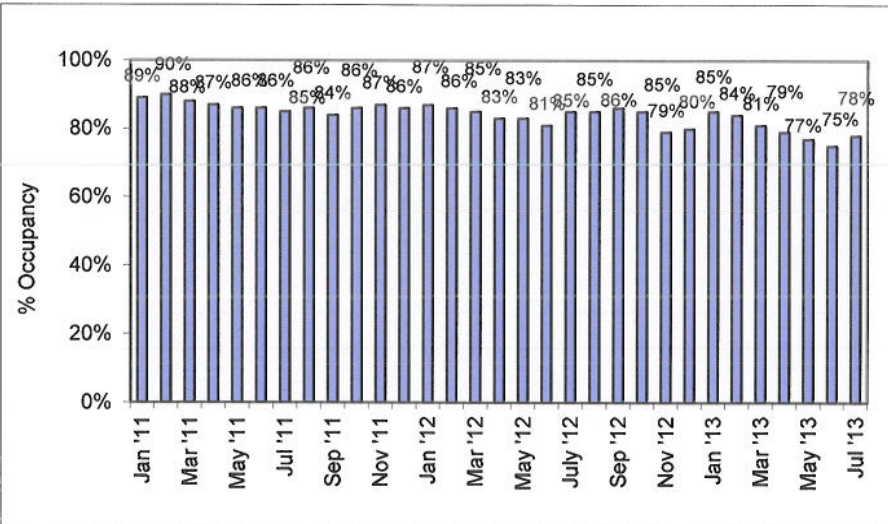
Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period: July 2013

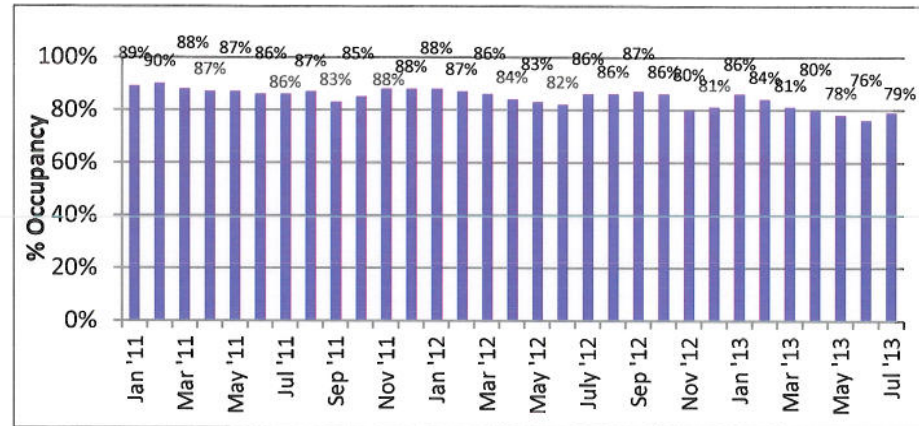
Indicator	Definition	Data	Comments																																																																
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																			
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table><tr><th>Month</th><th>ADC</th></tr><tr><td>Jan '11</td><td>593</td></tr><tr><td>Feb '11</td><td>600</td></tr><tr><td>Mar '11</td><td>586</td></tr><tr><td>Apr '11</td><td>577</td></tr><tr><td>May '11</td><td>575</td></tr><tr><td>Jun '11</td><td>572</td></tr><tr><td>Jul '11</td><td>569</td></tr><tr><td>Aug '11</td><td>579</td></tr><tr><td>Sep '11</td><td>561</td></tr><tr><td>Oct '11</td><td>575</td></tr><tr><td>Nov '11</td><td>587</td></tr><tr><td>Dec '11</td><td>580</td></tr><tr><td>Jan '12</td><td>582</td></tr><tr><td>Feb '12</td><td>580</td></tr><tr><td>Mar '12</td><td>572</td></tr><tr><td>Apr '12</td><td>561</td></tr><tr><td>May '12</td><td>558</td></tr><tr><td>Jun '12</td><td>547</td></tr><tr><td>Jul '12</td><td>573</td></tr><tr><td>Aug '12</td><td>576</td></tr><tr><td>Sep '12</td><td>585</td></tr><tr><td>Oct '12</td><td>572</td></tr><tr><td>Nov '12</td><td>534</td></tr><tr><td>Dec '12</td><td>537</td></tr><tr><td>Jan '13</td><td>573</td></tr><tr><td>Feb '13</td><td>563</td></tr><tr><td>Mar '13</td><td>545</td></tr><tr><td>Apr '13</td><td>542</td></tr><tr><td>May '13</td><td>525</td></tr><tr><td>Jun '13</td><td>504</td></tr><tr><td>Jul '13</td><td>529</td></tr></table>	Month	ADC	Jan '11	593	Feb '11	600	Mar '11	586	Apr '11	577	May '11	575	Jun '11	572	Jul '11	569	Aug '11	579	Sep '11	561	Oct '11	575	Nov '11	587	Dec '11	580	Jan '12	582	Feb '12	580	Mar '12	572	Apr '12	561	May '12	558	Jun '12	547	Jul '12	573	Aug '12	576	Sep '12	585	Oct '12	572	Nov '12	534	Dec '12	537	Jan '13	573	Feb '13	563	Mar '13	545	Apr '13	542	May '13	525	Jun '13	504	Jul '13	529	<p>ADC provided as background information.</p> <p>Graphs depict data from January 2011 to present.</p>
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		<p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>																																																																	

LAC+USC Medical Center
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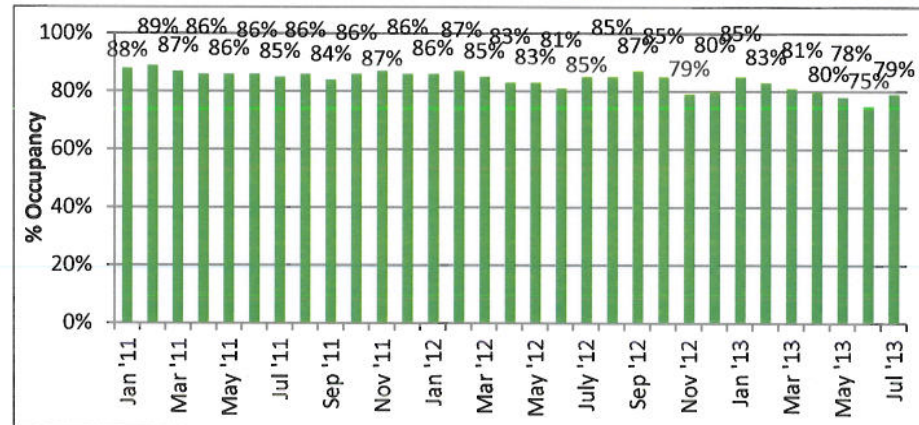
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																			
1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>Medical Center Licensed Occupancy Rate (excluding Newborns) = $\frac{\text{Med Center Census} - \text{Newborns}}{600}$</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occupancy</th></tr></thead><tbody><tr><td>Jan '11</td><td>89%</td></tr><tr><td>Feb '11</td><td>90%</td></tr><tr><td>Mar '11</td><td>88%</td></tr><tr><td>Apr '11</td><td>87%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jun '11</td><td>86%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Aug '11</td><td>84%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Oct '11</td><td>87%</td></tr><tr><td>Nov '11</td><td>86%</td></tr><tr><td>Dec '11</td><td>87%</td></tr><tr><td>Jan '12</td><td>86%</td></tr><tr><td>Feb '12</td><td>85%</td></tr><tr><td>Mar '12</td><td>83%</td></tr><tr><td>Apr '12</td><td>81%</td></tr><tr><td>May '12</td><td>85%</td></tr><tr><td>Jun '12</td><td>86%</td></tr><tr><td>Jul '12</td><td>85%</td></tr><tr><td>Aug '12</td><td>85%</td></tr><tr><td>Sep '12</td><td>79%</td></tr><tr><td>Oct '12</td><td>80%</td></tr><tr><td>Nov '12</td><td>85%</td></tr><tr><td>Dec '12</td><td>84%</td></tr><tr><td>Jan '13</td><td>81%</td></tr><tr><td>Feb '13</td><td>79%</td></tr><tr><td>Mar '13</td><td>77%</td></tr><tr><td>Apr '13</td><td>75%</td></tr><tr><td>May '13</td><td>78%</td></tr><tr><td>Jun '13</td><td>78%</td></tr><tr><td>Jul '13</td><td>78%</td></tr></tbody></table>	Month	% Occupancy	Jan '11	89%	Feb '11	90%	Mar '11	88%	Apr '11	87%	May '11	86%	Jun '11	86%	Jul '11	85%	Aug '11	84%	Sep '11	86%	Oct '11	87%	Nov '11	86%	Dec '11	87%	Jan '12	86%	Feb '12	85%	Mar '12	83%	Apr '12	81%	May '12	85%	Jun '12	86%	Jul '12	85%	Aug '12	85%	Sep '12	79%	Oct '12	80%	Nov '12	85%	Dec '12	84%	Jan '13	81%	Feb '13	79%	Mar '13	77%	Apr '13	75%	May '13	78%	Jun '13	78%	Jul '13	78%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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LAC+USC Medical Center
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Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census/600

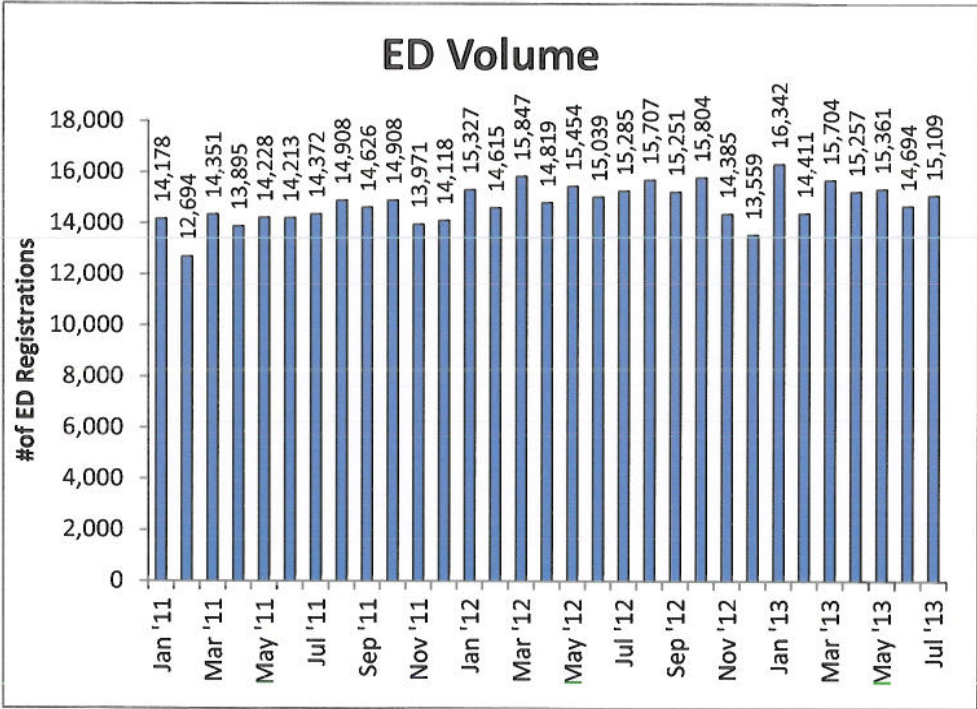


Medical Center Budgeted Occupancy
Med Center Census + Newborns + Psych Hosp Census / 676



Medical Center = New Facility + Psychiatric Hospital

LAC+USC Medical Center
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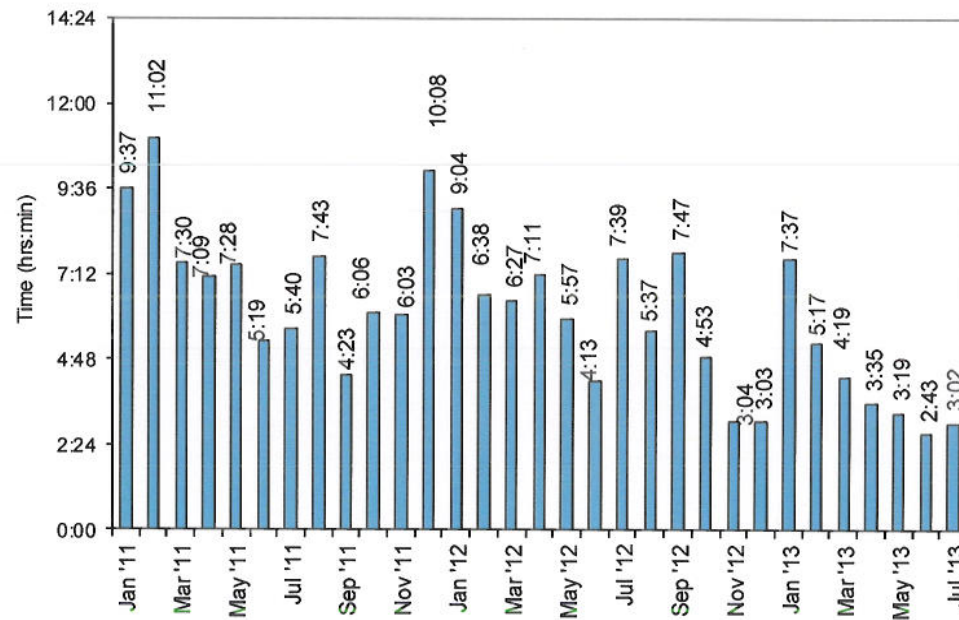
Indicator #2 - Emergency Department Metrics																																																																			
2a. ED Volume	ED Volume: Measured by total number of Emergency Department patient registrations.	<div><div>ED Volume</div><table><thead><tr><th>Month</th><th># of ED Registrations</th></tr></thead><tbody><tr><td>Jan '11</td><td>14,178</td></tr><tr><td>Feb '11</td><td>12,694</td></tr><tr><td>Mar '11</td><td>14,351</td></tr><tr><td>Apr '11</td><td>13,895</td></tr><tr><td>May '11</td><td>14,228</td></tr><tr><td>Jun '11</td><td>14,213</td></tr><tr><td>Jul '11</td><td>14,372</td></tr><tr><td>Aug '11</td><td>14,908</td></tr><tr><td>Sep '11</td><td>14,626</td></tr><tr><td>Oct '11</td><td>14,908</td></tr><tr><td>Nov '11</td><td>13,971</td></tr><tr><td>Dec '11</td><td>14,118</td></tr><tr><td>Jan '12</td><td>15,327</td></tr><tr><td>Feb '12</td><td>14,615</td></tr><tr><td>Mar '12</td><td>15,847</td></tr><tr><td>Apr '12</td><td>14,819</td></tr><tr><td>May '12</td><td>15,454</td></tr><tr><td>Jun '12</td><td>15,039</td></tr><tr><td>Jul '12</td><td>15,285</td></tr><tr><td>Aug '12</td><td>15,707</td></tr><tr><td>Sep '12</td><td>15,251</td></tr><tr><td>Oct '12</td><td>15,804</td></tr><tr><td>Nov '12</td><td>14,385</td></tr><tr><td>Dec '12</td><td>13,559</td></tr><tr><td>Jan '13</td><td>16,342</td></tr><tr><td>Feb '13</td><td>14,411</td></tr><tr><td>Mar '13</td><td>15,704</td></tr><tr><td>Apr '13</td><td>15,257</td></tr><tr><td>May '13</td><td>15,361</td></tr><tr><td>Jun '13</td><td>14,694</td></tr><tr><td>Jul '13</td><td>15,109</td></tr></tbody></table></div>	Month	# of ED Registrations	Jan '11	14,178	Feb '11	12,694	Mar '11	14,351	Apr '11	13,895	May '11	14,228	Jun '11	14,213	Jul '11	14,372	Aug '11	14,908	Sep '11	14,626	Oct '11	14,908	Nov '11	13,971	Dec '11	14,118	Jan '12	15,327	Feb '12	14,615	Mar '12	15,847	Apr '12	14,819	May '12	15,454	Jun '12	15,039	Jul '12	15,285	Aug '12	15,707	Sep '12	15,251	Oct '12	15,804	Nov '12	14,385	Dec '12	13,559	Jan '13	16,342	Feb '13	14,411	Mar '13	15,704	Apr '13	15,257	May '13	15,361	Jun '13	14,694	Jul '13	15,109	<p>The annual total ED volume for FY 10-11 was 164,700 which increased to 178,004 in FY 11-12. ED volume for FY 12-13 was 181,760 which surpassed the FY 11-12 amount.</p>
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<div>2b.</div> <div>Median Emergency Department Boarding Time (EDBT)</div>	<div>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</div> <div>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</div> <div>Source of Data: Affinity</div> <div>Target: Less than 7 hours.</div>	<div><div>Median EDBT</div><div><table><thead><tr><th>Month</th><th>Adult</th><th>Peds</th><th>Total</th></tr></thead><tbody><tr><td>Jan '11</td><td>9:36</td><td>2:08</td><td>7:41</td></tr><tr><td>Mar '11</td><td>11:22</td><td>2:23</td><td>8:36</td></tr><tr><td>May '11</td><td>7:09</td><td>2:04</td><td>6:10</td></tr><tr><td>Jul '11</td><td>7:28</td><td>2:00</td><td>4:40</td></tr><tr><td>Sep '11</td><td>7:43</td><td>2:03</td><td>5:19</td></tr><tr><td>Nov '11</td><td>6:06</td><td>2:06</td><td>4:23</td></tr><tr><td>Jan '12</td><td>10:08</td><td>2:07</td><td>5:26</td></tr><tr><td>Mar '12</td><td>9:04</td><td>2:12</td><td>5:45</td></tr><tr><td>May '12</td><td>7:11</td><td>2:04</td><td>5:20</td></tr><tr><td>Jul '12</td><td>7:08</td><td>2:01</td><td>4:13</td></tr><tr><td>Sep '12</td><td>7:47</td><td>2:05</td><td>4:58</td></tr><tr><td>Nov '12</td><td>6:08</td><td>2:06</td><td>4:18</td></tr><tr><td>Jan '13</td><td>7:37</td><td>2:19</td><td>4:53</td></tr><tr><td>Mar '13</td><td>6:28</td><td>2:04</td><td>3:03</td></tr><tr><td>May '13</td><td>5:17</td><td>2:15</td><td>3:35</td></tr><tr><td>Jul '13</td><td>3:02</td><td>1:56</td><td>2:52</td></tr></tbody></table></div></div> <div>July '13 data is preliminary data</div>	Month	Adult	Peds	Total	Jan '11	9:36	2:08	7:41	Mar '11	11:22	2:23	8:36	May '11	7:09	2:04	6:10	Jul '11	7:28	2:00	4:40	Sep '11	7:43	2:03	5:19	Nov '11	6:06	2:06	4:23	Jan '12	10:08	2:07	5:26	Mar '12	9:04	2:12	5:45	May '12	7:11	2:04	5:20	Jul '12	7:08	2:01	4:13	Sep '12	7:47	2:05	4:58	Nov '12	6:08	2:06	4:18	Jan '13	7:37	2:19	4:53	Mar '13	6:28	2:04	3:03	May '13	5:17	2:15	3:35	Jul '13	3:02	1:56	2:52
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Median Boarding Time (Adult)*



July '13 data is preliminary data

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Indicator #2 - Emergency Department Metrics

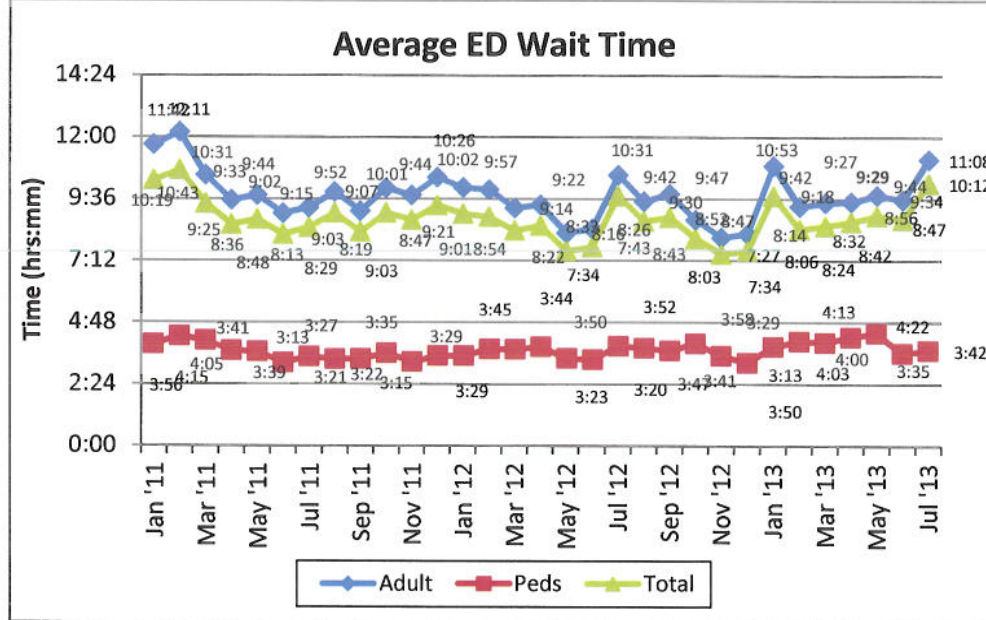
**2c.
ED Wait
Time**

ED Wait Time:
 Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.

Definition:
 Sum of all wait time values during the monthly reporting period divided by the total number of values.

Source of Data:
 Affinity

Target:
 No target value.
 Lower numbers are better.



Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients

Total ED Wait time: *Excludes Psych, Observation Unit, and Jail patients

July '13 data is preliminary data

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Indicator #2 - Emergency Department Metrics

2d.
Left
Without
Being
Seen
(LWBS)

***Harris**
Rodde
Indicator

LWBS:

The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.

Calculation:

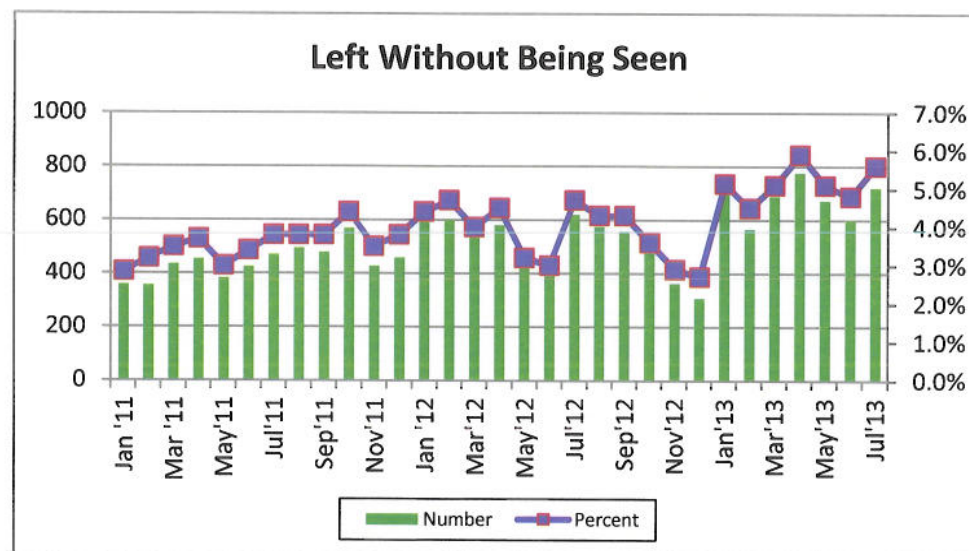
The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.

Source of Data:

Affinity

Target:

No target value.
 Lower numbers are better.



July '13 data is preliminary data

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Indicator #2 - Emergency Department Metrics

**2e.
ED
Diversion**

ED Diversion:

A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.

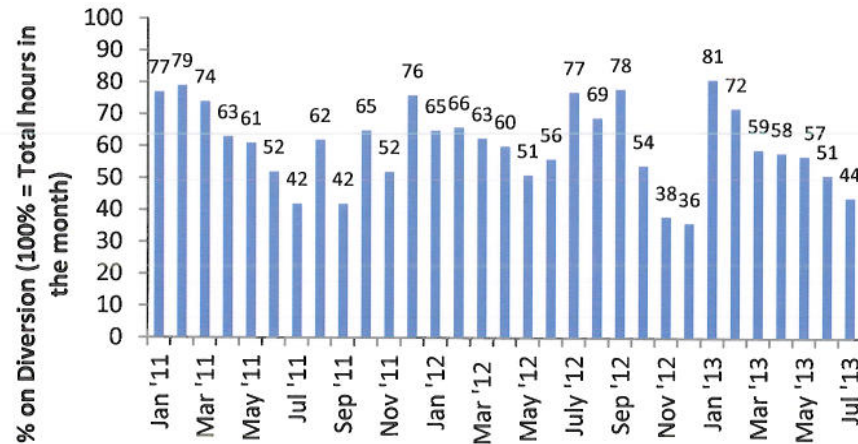
Calculation:

The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.

Source of Data:

ReddiNet

Diversion of ALS Units due to ED Saturation

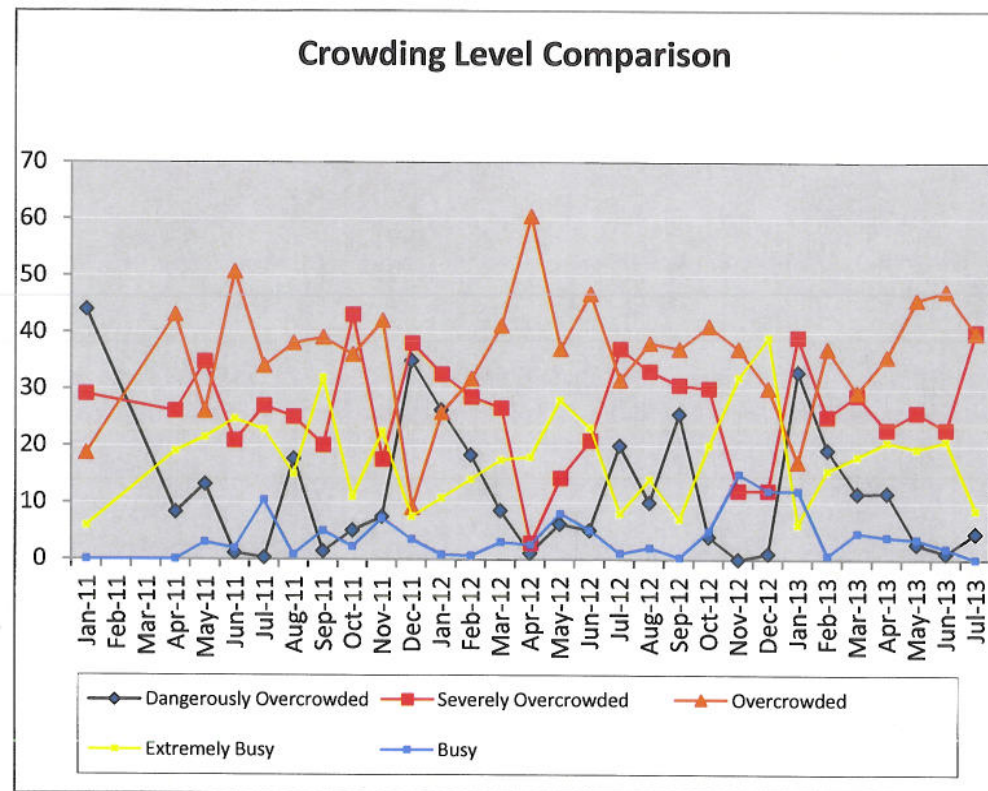


Key points:

-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.
 -- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".

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2f.
Surge
Report



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Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics

**3. & 4.
Rancho
Los
Amigos
Hospital
(RLAH)
Transfers**

Transfers:
The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.

Data Source:
Manual record keeping.

Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.

Month of July '13

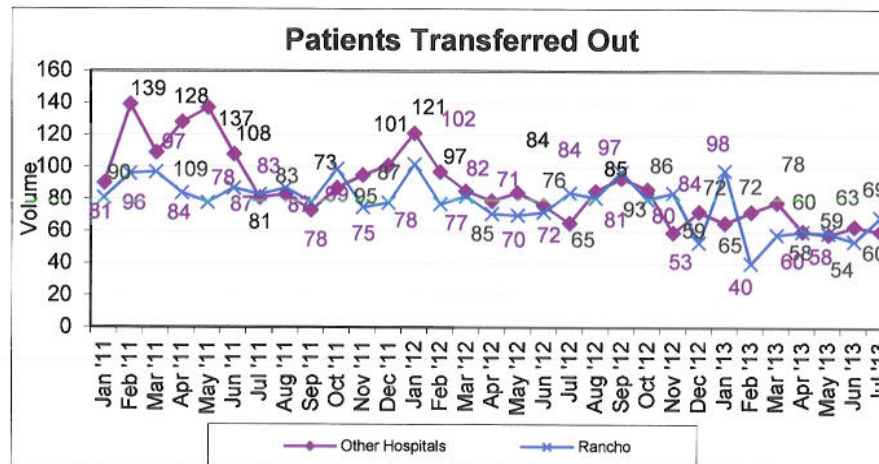
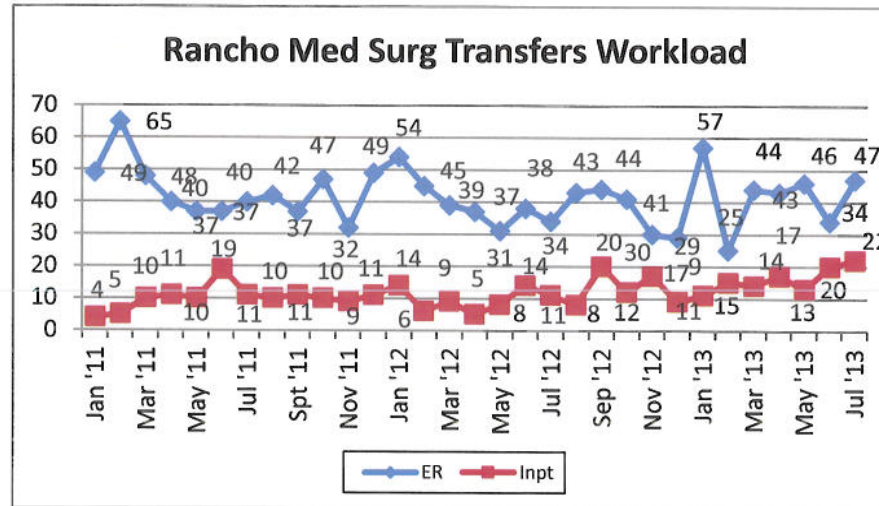
Referrals from ER:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	19	NA	-
# Referred to RLAH	19	29	47
# Transfers	18	29	47
# Denied	0	NA	-
# Cancelled	1	NA	-
# Patients Refused of Those Cancelled	0	NA	-

Referrals from Inpatients:

	Med/Surg	Acute Stroke	Total
# Met transfer criteria	21	NA	-
# Referred to RLAH	21	4	25
# Transfers	18	4	22
# Denied	0	NA	-
# Cancelled	2	NA	-
# Patients Refused of Those Cancelled	0	NA	-
Other /Pending	1	NA	-

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* Other hospitals = Silver Lake (0), Managed Care Repatriation (60)
 Data was revised to reflect total # of patients (including stroke patients) referred to Rancho

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Indicator #5 – Harris Rodde Indicators

5.

Average Length of Stay (ALOS)

***Harris Rodde Indicator**

LOS:

The difference between discharge date and the admission date or 1 if the 2 dates are the same.

Total LOS:

Calculation:

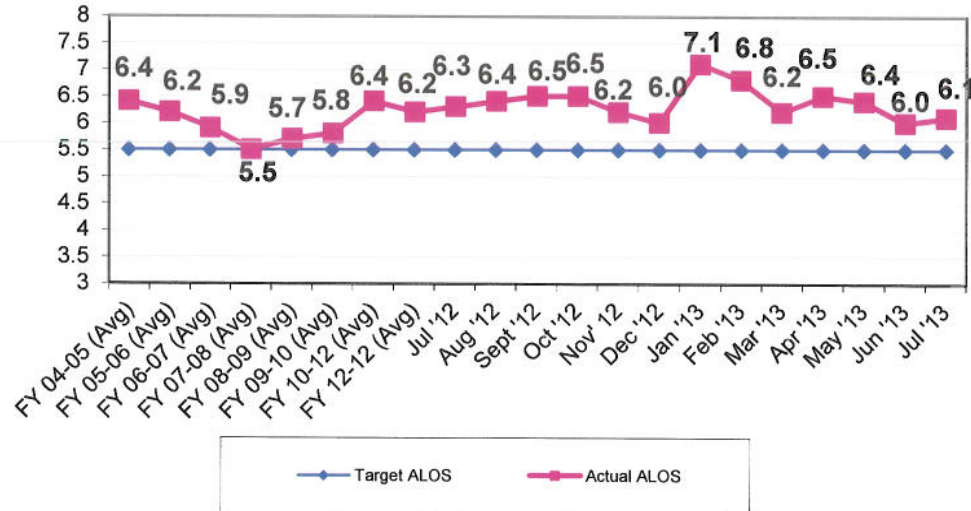
ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.

Source of Data:

Affinity

Target: <5.5 days

Average Length of Stay



***Medical Center (New Facility + Psychiatric Hospital) ALOS - Preliminary data pending Auditor-Controller validation**

The increasing length of stay observed in January and February is largely attributed to the discharge of several patients with extended lengths of stay. In June 2013, these include 6 patients who were discharged with LOS > 100. Without the effect of these 6 patients, ALOS would have been 5.8 rather than 6.1.

*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.

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Indicator #6 – Pediatric Metrics						
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
	Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.	Jan-11	55%	60%	70%	70%
		Feb-11	57%	68%	80%	80%
		Mar-11	57%	60%	70%	75%
		Apr-11	55%	64%	50%	75%
		May-11	57%	56%	50%	80%
		Jun-11	70%	52%	60%	75%
		Jul-11	58%	44%	50%	70%
		Aug-11	58%	44%	40%	75%
		Sep-11	58%	40%	50%	75%
		Oct-11	55%	52%	60%	70%
		Nov-11	62%	60%	70%	75%
		Dec-11	65%	40%	60%	70%
		Jan-12	60%	52%	60%	75%
		Feb-12	55%	56%	60%	70%
		Mar-12	55%	64%	50%	75%
		Apr-12	53%	48%	50%	65%
		May-12	42%	40%	50%	70%
		Jun-12	37.5%	44%	50%	60%
		Jul-12	45%	48%	60%	80%
		Aug-12	57%	48%	50%	75%
		Sep-12	62.5%	56%	50%	80%
		Oct-12	57.5%	64%	60%	70%
		Nov-12	62.5%	44%	50%	45%
		Dec-12	72.5%	36%	60%	50%
	Source of Data: Affinity	Jan-13	62.5%	48%	70%	70%
		Feb-13	50%	48%	70%	75%
		Mar-13	53%	44%	60%	75%

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Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
Apr-13	53%	40%	50%	55%
May-13	43%	44%	60%	45%
Jun-13	48%	48%	50%	35%
Jul-13	47.5%	32%	50%	60%

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Indicator #7 – Med Surg / ICU / OB/GYN Metrics																																																																		
<div>7.</div> <div>Med Surg / ICU Bed Census and Occupancy (%)</div> <div>Medical Surgical Unit (Med Surg)</div> <div>Jail Unit (Jail)</div> <div>ICUs (Excluding Burn ICUs)</div> <div>OB/GYN Unit (Med Surg)</div>	Census: The total number admitted inpatients at 12:00 AM midnight of a designated ward.	<table><tr><th>Date</th><th>Med Surg (309 beds)</th><th>Jail (24 Beds)</th><th>ICUs (120 Beds)</th><th>Burn* (20 Beds)</th><th>OB/GYN (Med Surg) (32 beds)</th></tr><tr><td>Nov-12</td><td>87%</td><td>83%</td><td>83.5 %</td><td>51%</td><td>87%</td></tr><tr><td>Dec-12</td><td>88%</td><td>71%</td><td>83%</td><td>44%</td><td>83%</td></tr><tr><td>Jan-13</td><td>95%</td><td>73%</td><td>85%</td><td>55%</td><td>98%</td></tr><tr><td>Feb-13</td><td>93%</td><td>59%</td><td>87%</td><td>61%</td><td>95%</td></tr><tr><td>Mar-13</td><td>91%</td><td>62%</td><td>82%</td><td>47%</td><td>93%</td></tr><tr><td>Apr-13</td><td>88%</td><td>82%</td><td>85%</td><td>57%</td><td>99%</td></tr><tr><td>May-13</td><td>88%</td><td>66%</td><td>82%</td><td>57%</td><td>90%</td></tr><tr><td>Jun-13</td><td>82%</td><td>71%</td><td>80%</td><td>60%</td><td>81%</td></tr><tr><td>Jul-13</td><td>88%</td><td>79%</td><td>82%</td><td>42%</td><td>88%</td></tr></table>					Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)	Nov-12	87%	83%	83.5 %	51%	87%	Dec-12	88%	71%	83%	44%	83%	Jan-13	95%	73%	85%	55%	98%	Feb-13	93%	59%	87%	61%	95%	Mar-13	91%	62%	82%	47%	93%	Apr-13	88%	82%	85%	57%	99%	May-13	88%	66%	82%	57%	90%	Jun-13	82%	71%	80%	60%	81%	Jul-13	88%	79%	82%	42%	88%
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